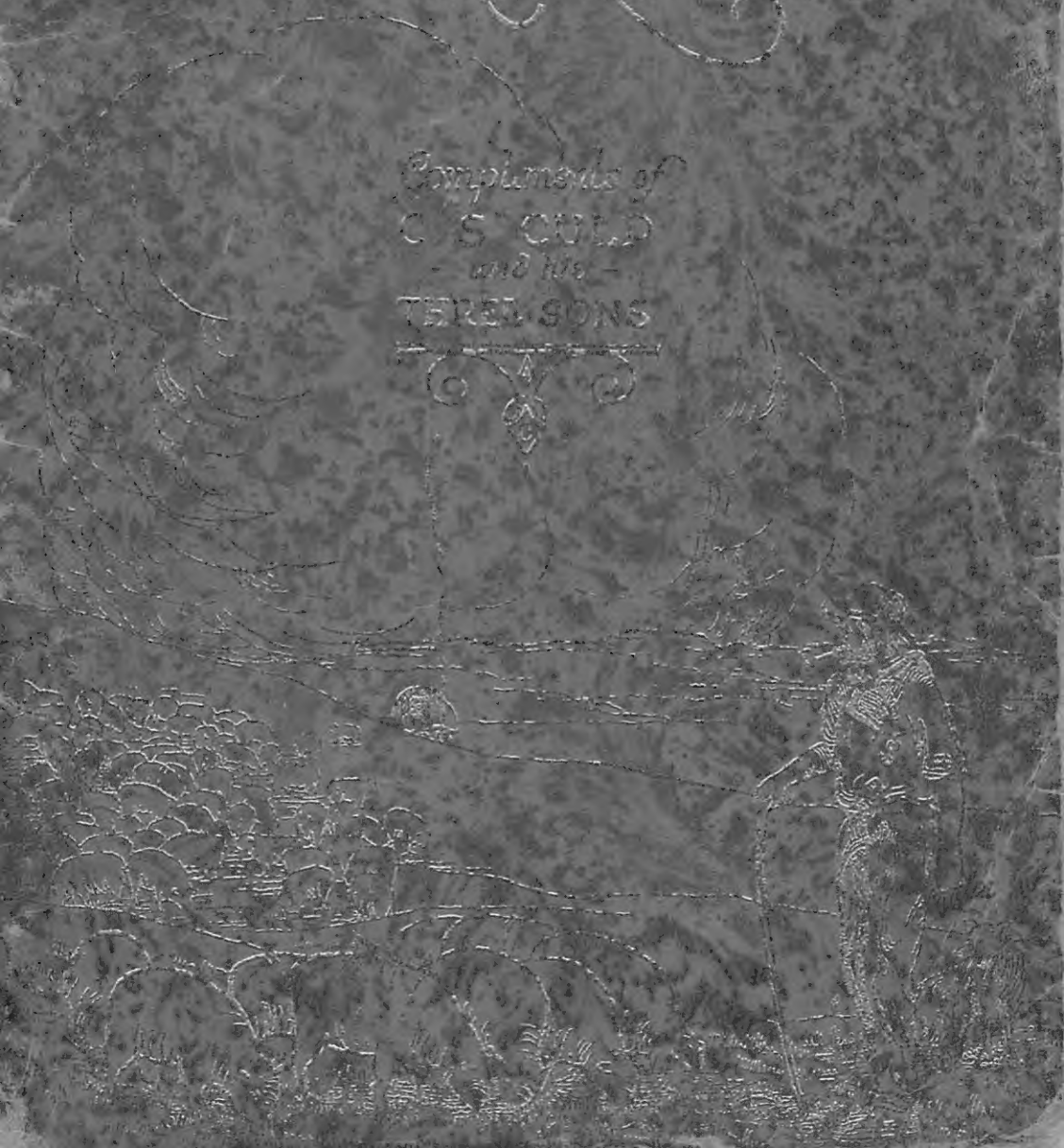


On the
WESTERN SHEEP
TRAILS

Compliments of
C. S. CULD
and his
TERREL SONS





Foreword



HIS booklet commemorates thirty-five years in the business of buying and selling sheep. The thirty-fifth milestone of our company's history has tugged at old memories and friendships. It has set us thinking of those persons who have contributed to the success and progress of the Culp companies.

So we dedicate this anniversary booklet to all of you who have contributed to the up-building of the sheep industry.

Especially do we want to express our deepest appreciation to those builders of the Culp business—the growers, feeders, bankers, commission houses, packers and boosters who are the backbone of our business.

It is the aim of the memorial booklet to relate a business story that will be interesting to you. A Salt Lake editor volunteered to write the account of our operations. A bit dubious of romancing about the sheep business, we cautioned the writer against superlative adjectives—they're in poor taste among one's friends. We wanted to tell the unadorned story of experiences in the great and fascinating sheep business.

C. S. CULP
HAMER S. CULP
GLENN V. CULP
REED C. CULP



C. S. CULP
Founder and Builder

A Farflung Enterprise

CHAPTER I



IN Salt Lake City, Utah, there centers a business carried on by a father and his three sons. Little might you suspect the ramifications of that firm if you merely visited a suite of office rooms in the Ness building marked "Culp & Sons Sheep Company."

If, however, you traveled into the state of Oregon and ran across one of the Salt Lake Culp's buying sheep—if you chanced to find a Culp dealing for sheep in New Mexico—another perhaps in Wyoming—and still the fourth member of the partnership selling sheep in Iowa or Kansas—then you would likely blink your eyes and ask how much territory do these fellows cover?

Any banker throughout the intermountain territory might tell you that the Culp & Sons Sheep Company buys and sells more sheep than any other firm in America.

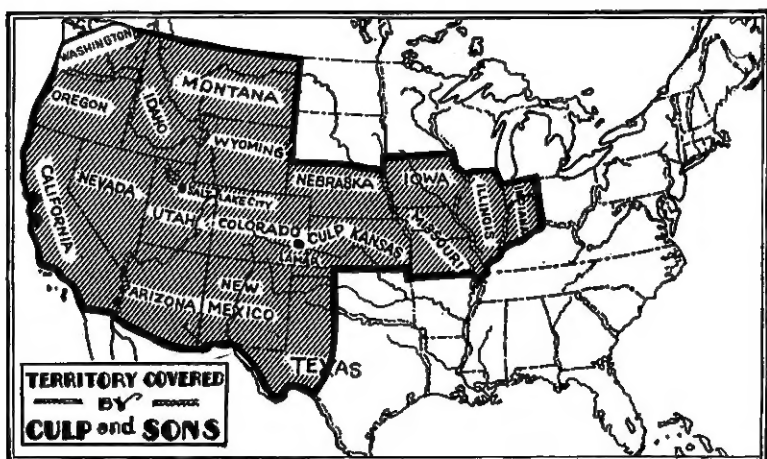
Mr. E. O. Howard, President, Walker Brothers Bankers, of Salt Lake City, stated that the firm of Culp & Sons Sheep Co. has done business with the bank for the past twelve years and during that time the Culp's' business had increased to a maximum of over eight and a half millions of dollars in volume. "It is strictly business with the Culp's, and they have built up a wonderful organization."

But to get a grasp of the farflung operations of the Culp's requires having a map of the United States before you. Then you can visualize the geographical scope of their operations.

The whole west—that vast empire of lofty mountains, expansive plateaus, sage-brush deserts and fertile valleys—is the buying territory of the Culp's.

When the peak turnover of almost a million sheep was recorded by Culp & Sons in 1928, that firm had extended its buying into an even dozen states, namely, California, Oregon, Washington, Idaho, Nevada, Utah, Arizona, New Mexico, Texas, Colorado, Wyoming and Montana.

The principal states in which they sell are Nebraska, Kansas, Colorado, Iowa, Missouri, Oklahoma, Illinois and Indiana.



Thus it's seen that the dealings of the father and his three sons in Salt Lake have stretched out until they directly encompass far more than half the territory of the United States.

Every month of the year the Culp's are shipping lambs to the market. They send fat lambs from the ranges of the western states by trainloads, direct to the eastern markets and packers. They sell lambs to farmers and feedlot operators of the midwest. They purchase and sell breeding ewes, ewe lambs, and rams for western range and eastern farmlot breeding.

Within recent years they have established their own feed lots in the intermountain country, capable of fattening 50,000 lambs for the market at one time. Their feeding bill alone runs from \$150,000.00 to \$250,000.00 a year, and the railroad companies could cite you figures showing that their transportation bill amounted to \$158,000.00 during the last two years.

Not exactly an incidental phase of the business is the owning and operating of 1050 acres of farms in Colorado and Kansas.

The more one studies the activities of the enterprise, the more he is convinced of the gigantic and fascinating proportions of the business of transferring lambs from the mountain ranges to lamb chops.

Whether a deal involves thousands of sheep or just an odd lot, it will not be too large or too small for the Culp company to handle.

For instance, in many years of selling to the late Senator W. A. Drake of Fort Collins, Colorado, one of the greatest of all feed-

ers, the Culps have sold as many as 50,000 lambs at one time. To Chandler & McMurray of Fort Collins, Colorado, they have sold 32,500 in one transaction. From the Smythe Brothers of Pendleton, Oregon, they have purchased 35,000 sheep in one trade.

Yet one suspects—to hear the Culps talk about the hundreds of farmers in the midwest who buy feeder lambs from them—that they take every bit as much pride in serving these smaller operators. They call it their “mail order” business and they make it one of the chief objects of their firm to please this trade.

Actually hundreds of orders come in from farmers in Iowa, Illinois, Indiana, Kansas, Nebraska and other midwestern states requesting delivery of one or two cars of feeder lambs or aged ewes.

In the Salt Lake City offices the requirements of the various farmers and their sections are kept in mind. Each year without fail an order comes from Peru, Indiana, and immediately the Culps know how they will meet that farmer's demand. They know, too, for instance what those regular annual customers around Effingham, Kansas, or the ones at Knoxville or Lenox, Iowa, will want. After dealing with individuals for thirty-five years their needs can be met with unerring accuracy. The Culps have all the varieties of sheep in the whole west from which to choose. And so the “mail order” business of carload lots takes on tremendous proportions in the aggregate.

The Culps have shown farmers throughout the country how they can make considerable money in the feeding of lambs by purchasing direct from the west. Each buyer benefits from scientific selection. The sheep are never shipped to market; they go direct to the purchaser. They are bought on the mountain ranges and consequently are bound to be healthy and thrifty sheep on which the feeder can turn a neat profit from the fattening process.

The Culps pioneered this field as early as 1914. Five years ago Culp & Sons were predicting that western lambs would shortly be in greater demand and that the consuming public would be trained to demand heavy lambs. At that time the packers and the public were demanding as the top priced lambs those whose carcasses did not average more than 38 to 42 pounds. Today the Culp prediction stands completely justified. The demand is now for lambs that will dress 42 to 45 pounds, with little discrimination against even the 48 pound carcass. It is a change that means better profits for the sheep industry.

A Farmer Youth and an Idea

CHAPTER II



N idea can work wonders. It can mold a man's destiny—show him new fields awaiting development. Industries and businesses grow up around the hunches of men.

The Culp & Sons Sheep Company owes its foundation thirty-five years ago, to the compelling idea that came to C. S. Culp. This is the story of Mr. Culp's hunch:

He was a young farmer, then, in north central Kansas. He had gone with his father into the tractless plains as a lad. That was in 1869, when his family settled on a homestead near Scottsville, Kansas. The boy, Sherm, as he was known, grew up in the livestock business. Before he was of age he bought horses, hogs and cattle from his neighbors and shipped them to eastern markets.

Then he was captivated by a big idea.

He went one year into Old Mexico with a consignment of cattle. From the train he observed great flocks of sheep throughout New Mexico. The hunch flashed into his mind:

"It ought to be mighty profitable to buy sheep off the range, take them back to Kansas and fatten them for market," he thought. It was something new; it captured his fancy. When he talked the idea over with his Kansas neighbors, for whom he already had done considerable selling, they too liked the notion.

Next year he went back to New Mexico and bought 3,500 head of sheep. He kept about 1,100 to feed and fatten on his own farm, and neighboring farmers bought the rest. It proved a good innovation. They were all able to make money, and so C. S. Culp was fully launched in his brokerage career.

That was in 1895, the founding year for the Culp business.

Little did Mr. Culp realize then that in succeeding years he and his three sons would be buying and selling sheep—not for a few neighbors around Scottsville—but for hundreds of farmers scattered over a vast section of the United States.

It was not an overnight growth. During the next few years Mr. Culp bought from 5,000 to 15,000 head a year, feeding about 2,000 to 5,000 on his own farm.

Fighting side by side with him to build up this sheep business was his wife—a helpmate after the noble tradition of the pioneer women. There were three growing boys to be given a rigorous training in farming and livestock raising. Mrs. Culp joined with her husband in seeing that their sons learned the game first hand. She was at the helm on the farm when Mr. Culp was away on buying expeditions. The trials and tribulations of farming came to them, but they weathered them together as partners in the great adventure.

Gradually Mr. Culp's buying activities extended westward. Determining that he ought to get nearer the center of operations, he moved his family to the Arkansas Valley of Colorado. Feeding facilities and climatic conditions seemed favorable at Rocky Ford, and he launched on a larger scale feeding program. He also ran sheep on the range near Las Animas, Colorado. There came times when it was a hard battle. He had to put up the kind of fight that growers go through every now and then on the western ranges, and his three sons were hearing talk of sheep problems at breakfast, dinner and supper.

It was through the influence of N. S. Nielson, president of the Commercial Savings Bank of Mt. Pleasant and Price, Utah, that the Culp's turned to increasing business in Utah. Mr. Nielson's kindly interest persuaded Mr. Culp to set up a Utah headquarters at Mt. Pleasant in 1916, with his son Hamer in charge. Several years before Mr. Culp had been impressed with the quality of Utah and western lambs in general when he bought some sheep from Walter McCoy of Vernal, Utah, on the Kansas City market.

The Utah branch office began shipping an increasing number of fat lambs to market, particularly from the Heber and San Pete country. The Culp's soon found out that Salt Lake City would make an ideal location for the expanding sheep business. Accordingly, the present office headquarters, at 231-232 Ness Building was established in 1918. Up to the World War, when Hamer and Glenn dropped out of the business for army service, the company was handling fifty to seventy-five thousand sheep a year. After the war, the father and sons, working shoulder to shoulder boosted the yearly turnover to around the million mark.

A Rigorous Apprenticeship for the Sons

CHAPTER III



THE men of the C. S. Culp family are 100 per cent strong in the sheep business. One by one as the three sons reached maturity and could look their father straight in the eye as men, they launched wholeheartedly into the full partnership of the firm. They couldn't be lured away from the business that had engrossed them from boyhood.

As youngsters the Culp brothers realized that bluffing would not go with their father; they had to learn the sheep business in the school of hard knocks if they wanted to be partners in the firm. And all three of them—Hamer, Glenn and Reed did want to join in the growing business that would take them to the remote ranges of the west and make them buyers and sellers of sheep by the tens of thousands.

All their boyhood was filled with the duties that devolves upon a lad around a farm or sheep ranch. First hand they learned the lambing, shearing, railroading and marketing. For years before they went to college they had served their apprenticeship in their chosen business.

Mastering the fundamentals of the sheep business proved an undertaking for the Culp brothers that couldn't be done by sitting in an office.

As youths they lived, at times, the life of the open range. They learned what it means to lead the life of the sheep camp, to take charge of bands of sheep, to buck the winds and snows of the western deserts, and to transfer their herds to the summer ranges. Those were times filled with rich experiences and of thrills which sometimes convinced them that the west had not yet lost all its frontier aspect.

Hamer S. Culp, eldest of the sons, went to original sources for his knowledge of the game. First he spent several years in intimate contact with western range conditions. In charge of the Utah office of the Company in 1916, he learned the problems of the range and of buying. Then he began a process that required several years.



HAMER S. CULP

In order to be a good salesman of sheep he realized that he had to know accurately what the buyers several hundred miles distant wanted and needed, and what would make them profits. So he went into the corn belt, working under the direct supervision of his father and some of the most efficient men in the trade. Here he learned first hand about their different requirements. Since 1919 he has spent most of his time serving the feeders, and creating new outlets for western lambs.

Glenn V. Culp, the second son, after leaving the University of Utah, went to Kansas City and under the tutelage of Charles Haren of the John Clay & Company, worked as a yard boy in order to learn the fundamentals of grading, sorting and selling on the open markets. He paid his own expenses, did not receive a penny, and worked from early morning till late at night. It was a great experience. Later years have proved that his training, in the Kansas-



GLENN V. CULP

City stockyards has been thorough, as he is now recognized as a keen judge and an expert sorter of lambs whether on the mountain ranges or in the feedlots. He recently acted as fat lamb judge at the Ogden Livestock Show.

Reed C. Culp, youngest of the three sons, earned his way through the University of Michigan by working in his father's enterprise during the summer months. He had his fling of buying, selling, shipping, and feeding. Consequently he had his apprenticeship already served when he finished studying law and banking at Ann Arbor. He joined the family partnership when the rapid strides of expansion were under way.

Each brother is prepared to fill any position in the firm.

Hamer, however, devotes most of his time to selling. He is personally acquainted with the majority of the buyers and feeders throughout the country.

Panoramic View of Culp Feed



Main Feeding Plant of the Culp Feeding Company, located at Culp, Colorado, which is two miles north of Lamar, Colo., on the mainline of the Santa Fe Railroad. Each year more and more lambs pass through this yard from the Western ranges to the Eastern markets.

The yard has a capacity of 20,000 head on feed at one time, but as fast as the lambs are fattened and moved to market other lambs are shipped in to be finished until a total of 50,000 to 60,000 lambs pass through this yard annually.

ing Plant at Culp, Colorado



Every modern convenience for the fattening of lambs is used at this yard. Electrically driven motors for grinding and mixing the various feeds; Elevator and storage capacity for thousands of bushels of corn; Complete shearing plant; Lights throughout so lambs will feed better at night and finish quicker.

Another feature is the everflowing, even temperature stream of water which passes through every feeding pen, and the barns are equipped with automatic water devices and a complete sewer system. Here is where the Culp's "make 'em fat."



REED C. CULP

Glenn and Reed together with their father cover the vast territory of their buying operations in performing the assortment of a thousand and one things that have to be attended to in the sheep business. Their specialties are whatever has to be done, depending on whether it's the buying, selling, feeding, or shipping season. Glenn has perfected an office system for keeping accurate tab on the deals running into several million dollars annually. When the shipping season arrives, the father and sons are dashing all around the west getting the lambs to market and filling the direct orders from hundreds of farmers and feeders throughout the middle west. It's a working partnership.

B. C. Culp, brother of the firm's founder has long been associated with the Culp interests in New Mexico, Arizona, Colorado and Texas. He works in direct relationship with the Salt Lake office.



B. C. CULP

Born and reared on a farm, he has a vast experience in the sheep business and is one of the largest individual feeders in Colorado and Kansas.

For years sheepmen of the west have been acquainted with the "Sherm and Bert partnership," or in other words the teamwork of C. S. Culp and B. C. Culp in the sheep industry.

Bert Culp is still called "Senator" by reason of his service as a Kansas Legislator, and is a member of the state board of regents which supervises the Kansas school system.

In his life work in connection with the sheep business his reputation is farflung. He represented the Culp interests and the feeders in general in the "Eat More Lamb" campaign outlined by the federal meat board. He is known as a leader in feeding lamb in sheep brokerage business and in the upbuilding of the sheep industry as a whole.

Four Aces and Some World Records

CHAPTER VI

"You work WITH the Culps, not for them"



HAT has come to be almost a maxim throughout the Culp organization. The partnership idea prevails not only between father and sons but throughout the list of employees.

C. S. Culp has displayed an almost unerring judgment of men in his selection. With a keen insight he chooses only assistants in whom he can place implicit confidence, and the wisdom of his choices has been shown in the number of years that key men have stayed in the company. Among those working under the Salt Lake office are fifteen local buyers or agents, an equal number of selling agents, more than a score of helpers at the feeding yards and others on the four farms.

Ed Snow is the right hand man of the Salt Lake office when it comes to buying, receiving, and delivering. Culp & Sons put their implicit confidence in Mr. Snow when they send him the length and breadth of their trading territory. He is on the rush continuously from Oregon to New Mexico and way points. Foreight years

Ed Snow has been with the Culps. He has never bought a lamb for anyone except them, although he was previously located in Salt Lake as the representative of an eastern wool house. One day he approached C. S. Culp. "Let me buy lambs for you," he proposed.



ED. V. SNOW

"Ever buy any?" asked Mr. Culp.

"No."

"How do you know you can?"

"I don't, but I'd like to try," And since that day Ed Snow has bought hundreds of thousands of lambs. He is recognized throughout the west as one of the country's keenest judges of sheep.

The late Senator Charles W. Warren of Wyoming, head of the Warren Livestock Company, was talking to C. S. Culp at Cheyenne a few years ago. The Culp's had purchased about 35,000 lambs

and ewes from the distinguished solon and his son, Francis W. Warren, and Roy Huff was directing the receiving of the huge consignment on behalf of the Salt Lake Company.

"Your man Huff knows lambs from A to Z," declared the senator to Mr. Culp. "Whenever I have any lambs to sell, Huff is the type I like to trade with and deliver them to."

That's the kind of reputation Roy Huff has established among an enormous number of acquaintances and staunch friends.

During his three years with Culp's, Mr. Huff has been the company's expert in shipping problems and aids in the buying and receiving of lambs.

Four years with the Union Stockyards of Salt Lake and Ogden and additional experience with the Western Meat Company of San Francisco, have given him a fundamental grasp of the whole business.

When it comes to supervising the shipment of sheep, Ferris Clegg has established some world records. It is estimated that during the last five years he has personally been in charge of the



ROY A. HUFF

shipping of 500,000 lambs to market for Culp & Sons. He is credited with taking in one season from Oregon 80,000 sheep over the treacherous mountain railroads, where the steep grades are a constant peril, and out of that number losing only 16 head.

Ferris has had his tutelage in the sheep business exclusively with Culp & Sons, never working for any other concern. When only fifteen years old he enlisted as an errand boy in the stockyards for C. S. Culp at Heber, Utah. Several months later he was given the first opportunity to make a trip away from his native town of Heber when he went east with a shipment of sheep. Now he is recognized as a good buyer and excellent judge of lambs.



FERRIS CLEGG

All of these three aces—Ed Snow, Roy Huff and Ferris Clegg—are available whenever needed for experienced service at the Culp feeding yards.

T. F. (Tom) Hover is the other key man in the organization. The feeding at Culp, Colorado, is eloquent testimony to his expertness.

To Tom Hover the Culp give unstinted praise for the success of the large scale feeding operations in Colorado.

He is the Culp's generalissimo in the Lamar district.

A national record is attributed to Mr. Hover for feeding, sorting and marketing a quarter of a million lambs without a single one being thrown out on the market because it wasn't a finished product.

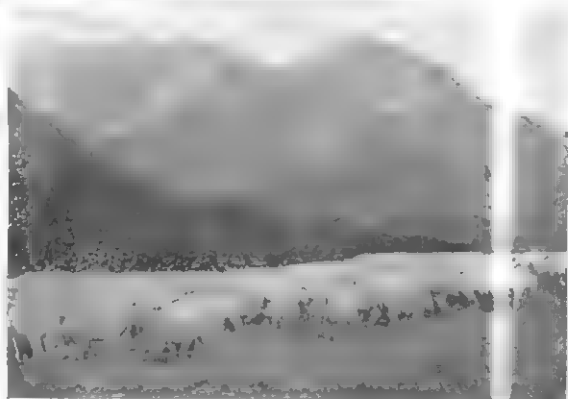
Mr. Hover joined the Culp interests seven years ago, previously having engaged in farming and feeding. The Culp had fed sheep up and down the Arkansas Valley, but it was determined to locate the main feeding operations near Lamar. Mr. Hover has since then been in charge of the Culp developments in that district. In the last five

years he has supervised an expansion program that has increased the feeding operations from 10,000 to 60,000 lambs a year. He is described as an expert judge of fat lambs, a specialist extraordinary in how to fatten them and he is given a blanket power from Salt Lake City to use his own judgment in purchasing thousands of dollars worth of products.

There's one expression of Tom Hover's that is becoming famous. No matter how bad the weather or how many sheep are shipped to him to be fed, he always smiles broadly and calls to his men, "Come on boys, that's just the way we like it." It is his happy challenge to any difficulty.



The
highlands of the West
provide
thrifty lambs
that are sure to bring
profits to
feeders



Just How "We Make 'Em Fat"

CHAPTER V



o boast one of the world's largest plants for the feeding and fattening of lambs conveys no concrete idea of the interesting industry developed by the four Salt Lake City sheep men at Culp, Colorado, a couple of miles from Lamar, on the main line of the Santa Fe.

It is amazing to visit the principal Culp feeding yards there in the Arkansas Valley and to see how 20,000 feeder lambs can be handled at one time in the modern, scientific plant.



T. F. (Tom) HOVER

Three to five cars of fattened lambs, in top condition for the eastern markets, are shipped from the Culp station twice every week during the feeding season from August to May.

From all over the west the feeder lambs are gathered to be fattened, and all types from crossbreds to fine wool lambs, are put through the process. It takes about thirty days to fatten the heaviest feeders and 100 to 120 days to finish the lighter feeders.

Tom Hover could tell you that he uses a car load of corn every three days during the peak of the feeding at the main yards.

The self feeding system is employed chiefly, although the panel feeding is also utilized at certain times. Various scientific mixtures are prepared to feed the lambs in the different stages of fattening. The feed's right before them day and night, lights being burned when darkness settles. And do they eat? Self-feeding adds about a half pound a day to the voracious lambs. It takes a heap o' feed to carry on the Culp yards.

Here are the figures for one year:—

Five million pounds of corn.

Seven million pounds of ground hay.

Thirty-five hundred tons of loose hay.

One million pounds of barley.

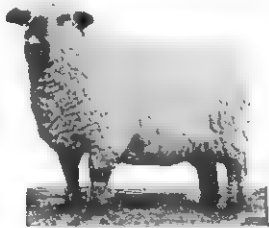
Two hundred thousand pounds of cottonseed meal.

Four hundred thousand pounds of molasses.

You can begin to visualize what these figures mean when you think that hundreds of carloads of corn are required by the yards from Kansas, Nebraska, and Colorado points. Cottonseed meal comes from Texas; the molasses from Hawaii and Cuba and the beet sugar centers of the west. The feeding is an enormous enterprise, entailing a yearly investment of \$350,000 to \$500,000 in lambs alone.

"Why you're doing everything but manicure them." was the exclamation of Roy Guy, chief buyer for Swift & Company, packers of St. Joseph, Missouri, when he and Charles Shotwell of John Clay & Company inspected the feeding plant.

Two barns at the main yards have a capacity of 5,000 lambs each and are utilized chiefly for shorn lambs. Three to five cars of wool are shipped from the plant annually. Electricity is employed in every possible connection, and a complete lighting and shearing plant is in use. Feeders journey from Kansas, Nebraska, Idaho and Utah and from all parts of Colorado to consult with Mr. Hoyer and the Culps and see first hand the thoroughly scientific methods in practice.



Turning Farms Into Money-Makers

CHAPTER VI



HE Culps at Salt Lake City, are in the agricultural business under the name of the Culp Farms Company, operating 1050 acres of land in Kansas and Colorado. Three farms are in the Lamar district, each consisting of highly cultivated, irrigated land—each in charge of a tenant superintendent.

The farming policy has been this: to feed all the products of the land right on the farms and to sell lambs, hogs and turkeys for the market instead of hay, corn, or barley. The result has been to double the production from the farms and turn them into money-makers.

Each of the three Colorado farms supports about 1,000 to 1,500 lambs a season and together feed and raise 1,000 hogs.

The farms help utilize one of the by-products of the feed yards, the manure. Neighboring farmers are given the manure free, and in addition from 75 to 100 carloads of the concentrated fertilizer are sold yearly to the beet sugar companies.

In their farming enterprise the Culps are proving in a concrete way some of the theories they are recommending to farmers elsewhere in the country.

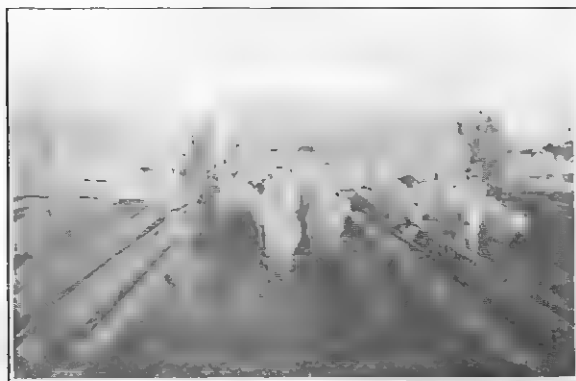
"Why Feed Lambs?" asks a booklet entitled "The Farm Flock," published by the agriculture department of the Union Pacific railroad. The answer is much the same as the Culps have found to be true through their own experience. "Because, as a medium for transforming grain, forage, roots, weeds, straw and stubble into a choice, high-priced human feed, it has been practically demonstrated that lambs are a safe, satisfactory and profitable machine," says this booklet. "In finishing for market it takes only one-half the amount of feed for each pound of gain on the lambs that it does on the steer. There are very few farms that could not, by a little systematic planning, feed one or two carloads of lambs each season; finishing them in condition to top the market without in any way interfering with their other crops."

The Culps see the opportunity of many farmers expanding their profits by feeding lambs each year for the market. They say, in effect, to farmers, "We will pick you the kind of lambs that you can feed best. We will take the guess work out of it."

It is obvious that more and more farmers are going to take the Culps up on that kind of an offer and join the ranks of their "mail order" customers.

The idea is fast taking hold among farmers throughout the mid-west of feeding healthy, thrifty lambs fresh off the ranges of the great west. They mean sure profit to ambitious feeders. Lambs that have been nurtured beneath the snowcapped peaks of the Rockies and out on the sagebrush plateaus are certain to have astonishing vitality. They eat and fatten up quickly. They have gone through a survival-of-the-fittest process that makes them assured money-makers for eastern feeders and farmers. That is the present goal of the Culps, to acquaint an increasing number of farmers with this inviting prospect.

With the company's reputation of thirty-five years thoroughly entrenched, the four Culps of Salt Lake City now look into the future and contemplate many more years in the promotion of the sheep industry to which they have dedicated their energies.



A typical scene on midwestern farms to which
Culp & Sons ship lambs for fattening.

The Sheep Man and His Grip

Though the rain and sleet is falling
And the roads are awful muddy;
Though the river may be frozen
And the frost may bite and nip;
They can never stop the advent
Of the sheep man and his grip.

Though the trains may be smashing,
Though the horses all go lame,
The sheep man—like the bedbug—
Will get there just the same;
And when the time is over,
Will come smiling from his trip,
For he always makes connections,
Does the sheep man and his grip.

He is always there with a jolly,
With his check book and his grip;
Things that paralyze most men
Don't astonish him a bit;
And he's ever bright and cheerful,
With a smile upon his lips;
He's a hustler from away back,
Is the sheep man and his grip.

Give him a kind word always—
He'll give you back the same;
For the doings of some black sheep
Don't give the whole tribe blame,
For down, clear down to hades
Some so-called good men slip,
While along the road to Heaven
Goes the sheep man with his grip.

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